Arizona Communications Unit Training Field Day Lessons Learned

Arizona Department of Administration
Arizona Strategic Enterprise Technology
Public Safety Interoperable Communications Office

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EXECUTIVE SUMMARY

The Public Safety Interoperable Communications (PSIC) Office is responsible for advancing public safety interoperable communications in Arizona and supporting the Public Safety Communications Advisory Commission (PSCC) and Statewide Interoperability Executive Committee (SIEC) in performance of their missions.

As part of this undertaking, programs and projects are developed in accordance with strategic guidance outlined in Arizona's Statewide Communications Interoperability Plan[1] (SCIP). The SCIP describes the status of interoperable communications throughout Arizona and documents specific goals and objectives that have been established to improve public safety communications statewide.

The goal of SCIP Strategic Initiative #10 is to "develop and implement a training plan to address interoperable communications." Arizona recognizes a need to coordinate communications-focused training opportunities statewide in order to ensure that appropriate users and stakeholders achieve and maintain mission critical interoperable communications competencies.

The PSIC Office, through a grant from the federal Department of Homeland Security (DHS), developed the All-Hazards Communications Unit Training Field Day ("Field Day") to provide an opportunity for emergency responders who completed the Communications Unit Leader (COML) or Communications Unit Technician (COMT) course to develop and demonstrate their skills and capabilities through hands-on training. This event was the first of its kind in the State. The Field Day was held on Wednesday, February 20, 2013 from 7:30 AM to 5:00 PM at the Papago Park Military Reservation (PPMR) in Phoenix.

Based on the feedback that was received from the trainees and staff at the end of the event, it was clear that the Field Day provided valuable networking opportunities for all participants, as it established a learning environment in which public safety and service communications professionals were able to interact and share ideas and resources.

It is the intent of the PSIC Office to offer similar events in the future as a training tool for All-Hazards Communications Unit trainees statewide and to increase mentoring opportunities for trainees. This Lessons Learned document was developed to provide a high level overview of this complex event, and the information contained herein may be tailored to best fit the circumstances and situational needs of stakeholders involved in planning similar training events. It indicates specific strategies that contributed to the successful implementation of the Field Day and puts forth lessons that were learned so that future event planning teams may benefit from this recorded knowledge.

This document is presented in seven sections:

1. Document Purpose
2. Background
3. Structure and Schedule
4. Participants
5. Accomplishments
6. Lessons Learned
7. Project Documents and Archive

[1] http://www.azpsic.gov/initiatives/default.htm

1.0 PURPOSE

This Lessons Learned document has been developed to provide a high level overview of Arizona's Communications Unit Training Field Day ("Field Day") with the purpose of capturing knowledge gained so that future planning teams may repeat desirable outcomes and avoid undesirable outcomes. It includes accomplishments that warrant recognition, as well as lessons learned that may be usefully applied to improve future training events of this nature.

2.0 BACKGROUND

During all-hazards emergency response operations, radio communication among multiple jurisdictions and disciplines—including law enforcement, fire service, and emergency medical service—is essential. Trained communications professionals working to achieve interoperability among responding agencies can significantly improve communications during an emergency incident.

The mission of the federal Department of Homeland Security's (DHS's) Office of Emergency Communications (OEC) is to unify and lead the nationwide effort to improve emergency communications capabilities across all levels of government. As such, OEC developed a series of federally recommended training courses for All-Hazards Communications Unit positions, including the Communications Unit Leader (COML) and the Communications Unit Technician (COMT).

The training courses—which require prerequisite training and public safety communications background, skills, knowledge, and experience—provide National Incident Management System (NIMS) compliant instruction to establish core competencies and train qualified emergency responders to serve in specific positions during all-hazards emergency operations.

As part of the "performance based" system adopted by Federal agencies for emergency response training, All-Hazards Position Taskbooks (PTBs) have been created as part of the training curriculum. PTBs list the performance requirements (tasks) for a specific position in a format that allows each trainee to be evaluated against written guidelines.

Emergency response professionals who have completed the federally approved All-Hazards COML or COMT training must successfully demonstrate competency on a series of tasks outlined in the associated PTB and be signed off by the appropriate officials to become certified in the position.

2.1 Field Day Project

As outlined in Arizona's Statewide Communications Interoperability Plan (SCIP), the goal of Strategic Initiative #10 is to "develop and implement a training plan to address interoperable communications." Arizona recognizes a need to coordinate communications-focused training opportunities statewide in order to ensure that appropriate users and stakeholders achieve and maintain mission critical interoperable communications competencies.

In order to address gaps in the implementation of the State's All-Hazards Communications Unit training program[2], the PSIC Office, through a grant from DHS, developed the Field Day to provide an opportunity for emergency responders who completed the COML or COMT course in Arizona to

[2] http://www.azpsic.gov/library/coml/

develop and demonstrate their skills and capabilities through hands-on training to complete certain required PTB tasks. This event was the first of its kind in the State, and the project was coordinated with the Statewide Interoperability Executive Committee's (SIEC's) National Incident Management Communications Unit (NIMS-CU) Workgroup.

2.2 Field Day Goal and Objectives

The goal of Arizona's inaugural Field Day was to enhance communications unit skills and abilities through hands-on training for individuals who completed the COML or COMT course in the State.

The objectives of the Field Day were to:

- Observe the ability of COML and COMT trainees to establish, maintain and demobilize multi-jurisdictional, agency and discipline operable and interoperable communication assets during a simulated incident response.
- Provide an opportunity for trainees to participate in specialized training and hands-on experience necessary to complete tasks within their PTB.
- Enhance participant NIMS skills and abilities.

The goal and related objectives for the Field Day were achieved, based on the results of and feedback from the event.

2.3 Event Development

Arizona's inaugural Field Day was a major undertaking, which required significant time and effort from numerous subject matter experts from across the state. The outcome of this endeavor was a training opportunity that is both modular (activities may be added or removed, as required by the scope and staff levels of the event) and sustainable (it is well documented and replicable).

Following a competitive procurement process, the PSIC Office selected a contractor with extensive experience offering All-Hazards Communications Unit related training, Science Applications International Corporation (SAIC), to help guide the development of the Field Day. Additionally, the office coordinated with the Arizona Division of Emergency Management (ADEM) and the Arizona National Guard (ANG) 91st Civil Support Team to reserve facilities at the Papago Park Military Reservation (PPMR) in order to provide ample space for activities and equipment.

Event planning meetings occurred from November, 2012, through February, 2013, and the Field Day was conducted in Phoenix on Wednesday, February 20, 2013, from 7:30 AM to 5:00 PM at PPMR.

Feedback was gathered from event participants throughout the planning process, during the Field Day Hotwash at the end of the event, and at the subsequent PTB signoff session. The information contained in this document was compiled from the data, comments, and suggestions gathered.

2.4 Timeline

Although the Field Day was originally targeted for delivery in Spring or Fall 2012, the event had to be postponed several times due to procurement delays, as well as considerations for weather and the wildland fire season.

Key dates for the development of the Field Day are listed below:

2010:

- October 1, 2010 – Interoperable Emergency Communications Grant Program (IECGP) funds awarded to develop and offer the Field Day; award transferred to the PSIC Office through a Memorandum of Understanding (MOU) with the Buckeye Valley Rural Fire Department

2011:

- July 1, 2011 – PSIC Office transferred to ADOA

2012:

- January 2012 – PSIC Office distributed a Field Day PTB survey to trainees who completed the COML course in AZ
- February/March/April 2012 – COML Field Day Request for Quote (RFQ) drafted; concept expanded to include COMT participation
- May 30, 2012 – Field Day RFQ completed per State agency procurement rules [Note: Due to departure of the assigned Procurement Officer, the RFQ was not posted, as anticipated. It was also later changed to a Request for Proposal (RFP.)]
- June/July, 2012 – AZ Communications Unit Training and Recognition procedures reviewed by the NIMS-CU Workgroup and revised
- August 14, 2012 – AZ Communications Unit Training and Recognition procedure updates approved by the SIEC
- September 4, 2012 – Field Day Contractor RFP posted on ProcureAZ
- September 18, 2012 – AZ Communications Unit Training and Recognition procedure updates approved by the PSCC
- September 19, 2012 – RFP review meetings conducted; contractor selected via committee
- October 17, 2012 – RFP awarded to selected contractor
- November 6 – 20, 2012 – Event Planning Team (EPT) established
- November 27, 2012 – Project Plan and scoping call with contractor; resources assigned
- November/December, 2012 – Logistics and venue coordinated and reserved
- December 2012 – Field Day structure and schedule developed and reviewed by EPT
- December 6, 2012 – Initial Planning Conference (IPC) held via web conference
- December 21, 2012 – Field Day announcement and application form emailed to trainees

2013:

- January 2013 – Field Day supporting documents developed and reviewed by EPT
- January 23, 2013 – Trainee application forms due
- January 24, 2013 – Final Planning Conference (FPC) held at the Field Day venue
- January 30, 2013 – Trainee selection letters emailed to eligible participants
- February 2013 – Field Day structure, schedule, and supporting documents finalized
- February 14, 2013 – Event reminder emailed to trainees with additional participant details
- February 19, 2013 – Setup of Mobile Communications Units (MCUs) and equipment
- February 20, 2013 – Training Field Day, followed by break-down of MCUs/equipment

- February 21, 2013 – PTB Sign Off and final documentation
- February 25, 2013 – Original PTBs and event notes mailed to trainees

3.0 STRUCTURE AND SCHEDULE

The structure of the Field Day was primarily determined by available personnel and equipment resources, and the schedule (see Appendix A) was based on the anticipated amount of time needed for participants to complete the planned activities.

The venue (see Appendix B) provided sufficient space to spread out, so the activities planned were divided among four "Tech Areas," A, B, C, and D. Each Tech Area was supervised by a member of the event staff ("Tech Area Manager") and contained several "Tech Stations," which were numbered 1 through 18 (see Appendix C). The Tech Station activity details were documented on "Tech Station Forms" that were positioned at each station.

The ability of trainees to establish, maintain and demobilize operable and interoperable communications assets during a simulated incident response was observed by a certified COML or COMT at each Tech Station. Examples of activities that were covered during the event include: development of incident-specific communications plans; radio programming and cloning; operational testing of communications equipment; and set up of portable repeaters and gateways.

Trainees were asked to arrive at the Field Day venue prepared, as if being deployed to an incident, with their valid, initiated PTB and response kit. They were also encouraged to bring radios and programming equipment, although it was not necessary, as equipment was provided at the Field Day.

In addition to the structured training, the Field Day provided valuable networking opportunities for the trainees, as well as all staff involved, as these public safety communications professionals were able to interact and share ideas and resources in a learning environment.

The day after the event, Thursday, February 21, 2012, Field Day Staff convened to review notes and evaluate the trainee PTBs. Certified COML and/or COMT Field Day staff members signed off where appropriate, as determined by group consensus, and recommendations were noted on the Evaluation Record for any tasks the evaluation team determined required additional training and/or additional demonstrated experience for sign off.

The PTBs and related notes and documents turned in at the end of the Field Day were returned to trainees the following week.

4.0 PARTICIPANTS

The levels of commitment and resources that were required to make the Field Day a success were considerable, and public safety communications subject matter experts and trainees from all levels of government statewide participated in the event.

4.1 Event Planning Team

For the development and delivery of the Field Day, an EPT of reliable stakeholders was established to collaborate with PSIC Office staff and the contractor to provide subject matter expertise, training capabilities, and equipment.

The responsibilities of the Planning Team were to:

- Participate in planning conferences and other planning meetings
- Contribute actively to scenario development for training activities
- Support development of audio/visual materials by providing feedback
- Support logistics by committing communications resources, as available
- Help with Field Day set-up and demobilization
- Staff the Field Day
- Review and sign off on PTBs as appropriate; make recommendations to help participants improve their performance in the future

The Field Day EPT was made up of a group of certified All-Hazards COMLs and a COMT, nearly all of whom have been recognized at the Regional Level in Arizona[3]. The individuals listed below agreed to contribute their time and years of first-hand operational public safety and emergency management experience at no cost to the State to plan and staff the Field Day:

1. Mark Botkin, Communications Technician, AZ Division of Emergency Management
2. Jesse Cooper, Communications/IT Project Manager, City of Phoenix Police Department
3. Jennifer Hagen, Radio Network/Encryption Supervisor, City of Phoenix Police Department
4. Karl Hartmetz, Communications/IT Support Technician, La Paz County Sheriff's Office
5. Morgan Hoaglin, Communications Coordinator, AZ Division of Emergency Management
6. Robert Hollister, Communications Unit Leader, Cochise County Emergency Services
7. Alan Jensen, Hazardous Materials Specialist, City of Tempe Fire Department
8. Jerry Justus, Special Programs Training Coordinator, AZ Division of Emergency Management
9. Jeremy Knoll, Wireless Systems Maintenance Supervisor, AZ Department of Public Safety
10. Richard Langevin, Emergency Services Planner, Maricopa County Emergency Management
11. Jason Roosevelt, User Technology Specialist, City of Phoenix Fire Department
12. Gary Rose, Chief Master Sergeant, 161st Air Refueling Wing Air National Guard
13. Bradley Schmitz, Master Sergeant, 91st Civil Support Team (WMD) AZ National Guard
14. Jeff Schripsema, Captain, City of Phoenix Fire Department
15. Robert Sisley, Communications Unit Leader, Yavapai County Sheriff's Office
16. Michael Todd, Communications Unit Leader, Buckskin Fire Department
17. Dan Wills, Communications Coordinator, AZ State Forestry Division
18. Everett Wittig, Jr., Communications Support Engineer, City of Bisbee Police Department
19. Michael Worrell, Captain, City of Phoenix Fire Department

4.2 Event Staff

The Field Day was conducted under the direction of Michael Paulette (SAIC contractor; Field Day Director), with support from Matt Nilsen (SAIC contractor; Communications Specialist).

[3] http://www.azpsic.gov/library/coml/ (see the All-Hazards Communications Unit Resource List)

The event was staffed by the members of the EPT noted above, the SAIC contractors, and the following individuals from the PSIC Office:

1. Karen Allen, Project Manager
2. Glade Jarman, Project Manager
3. Lisa Dee Meyerson, Arizona Statewide Interoperability Coordinator (SWIC)
4. Suesan Nordman, Project Manager (Field Day Coordinator)
5. Kyle Stephens, Project Manager
6. Justin Turner, Deputy SWIC

4.3 Trainees

Trainees who completed the All-Hazards COML and/or COMT classroom course in Arizona were sent an email in December, 2012, inviting them to submit an application for consideration to participate in the Field Day. Responses were due by January 23, 2013.

Applications were submitted by trainees from Fire, Law Enforcement, Emergency Management, Emergency Medical Service (EMS), military and government agencies, and Non-Governmental Organizations (NGOs) across the State. Complete applications received by the deadline were reviewed by the PSIC Office and verified for attendance eligibility, and an invitation letter was emailed to individuals who were selected to participate on Jan 30, 2013.

Trainees that were invited to participate in the Field Day were separated into four teams: Red, White, Blue and Green. Each Team had a designated "Team Leader" that was responsible for ensuring team members stayed on task and moved in a timely fashion to and from the Tech Areas for each scheduled rotation.

A total of 27 trainees participated in the Field Day, representing 19 agencies from 5 counties:

- La Paz County: Buckskin Fire Department
- Maricopa County:
    - 91st Civil Support Team, AZ National Guard
    - Arizona Department of Corrections
    - Arizona State Forestry Division
    - Arizona Wing Civil Air Patrol
    - City of Glendale Fire Department
    - City of Peoria
    - Department of Public Safety
    - Glendale Fire Department
    - Mesa Police Department
    - Phoenix Fire Department
    - Queen Creek Fire Department
    - Red Cross
    - US Department of Health & Human Services
- Pima County:
    - Radio Amateur Civil Emergency Service (RACES)
    - Pima County Office of Emergency Management
- Yavapai County: Yavapai County Emergency Management

- Yuma County:
    - US Army Yuma Proving Ground
    - Yuma County Office of Emergency Management, Yuma Auxiliary Communications

4.4 VIP Observers

The long term success of the Field Day and Arizona's Communications Unit Training and Recognition program is dependent on having the support of policy makers, Incident Commanders, and operational staff. The Statewide Interoperability Coordinator (SWIC), Lisa Dee Meyerson, invited a select group of VIP Observers to attend the Field Day and witness the value of the event first-hand.

The distinguished guests were asked to arrive at the Joint Information Center (JIC) at 12:30 PM for a briefing by the Field Day Director and Field Day Coordinator. Following the briefing, VIPs were escorted through all four Tech Areas by the SWIC. This allowed them to gain direct access to the various training activities taking place at the Field Day and talk with participants and staff. After the tour, VIPs participated in a discussion that emphasized the need for continued support in order to maintain a sustainable model for this highly technical Communications Unit training event.

VIP Observers that participated in the Field Day are listed below:

- Steve Campbell, Police Chief, El Mirage Police Department
- Lisa Hansen, Assistant Director Planning and Preparedness, Arizona Department of Homeland Security
- Phil Manfredi, Chief Strategy Officer and Deputy State Chief Information Officer, Arizona Department of Administration
- George Molnar, Nevada SWIC, Nevada Department of Public Safety
- Brigadier General Jose Salinas, Director of the Joint Staff, Arizona National Guard
- Paul Wilson, Captain, Pima County Sheriff's Department

5.0 ACCOMPLISHMENTS

Overall, based on the staff and trainee responses to the feedback forms that were collected at the end of the event and the comments that were provided during the Field Day Hot Wash, participants felt that it was an overwhelmingly positive experience. Several notable project strengths have been recorded below.

Registration and Sign In Process:

- The registration process brought in the right people, as it attracted individuals who were actively following through on completing their PTBs to become certified at the agency level.
- Event staff members were well prepared to accommodate the trainees, because the number of trainees invited to attend the Field Day was limited.
- The trainee sign in station was arranged to allow for a swift and structured check-in process for trainees. A file folder was established in advance of the event for each individual, and it contained the Trainee Handbook, a pre-printed, color-coded nametag. When the trainees signed in, they were required to turn in their initiated PTBs and fill out a return mailing label.

Staffing and Equipment:

- The Field Day was successful in large part because of the commitment of the EPT members. These subject matter experts provided their time and input to structure the event in a way that would best benefit a large number of trainees from across the state. Additionally, they secured equipment and donated consumables either personally or through agency coordination.
- Appropriate resources (equipment and certified staff members) were assembled for the Field Day. Three Mobile Communications Units (MCUs), vehicles equipped with communications gear and technology, were on hand and were utilized for some of the activities.
- It was beneficial to have a high ratio of certified staff to trainees (approximately 1 to 1.5). This allowed for a considerable amount of one-on-one interaction between the staff and trainees.
- Providing travel reimbursement to the EPT members was a good way to offset the costs they incurred for participating.

Planning, Preparation, and Venue:

- The time allowed to develop and execute the Field Day was adequate for the activities planned and staff involved.
- Utilizing a Field Day Coordinator from the PSIC Office as a central POC for the EPT members and contractors helped direct the flow of information and expedited material reviews and overall communication among the group.
- The event was well-documented, and the materials that were distributed, such as the Incident Action Plan (IAP) and Trainee Handbook, were beneficial for all involved during the Field Day itself.
- An adequate venue with multiple Tech Areas and room to spread out was secured with the assistance of EPT members. The facilities at the venue supported the planned activities, as well as accommodations for staff, trainees and observers.

Event Structure:

- Separating the trainees into teams was effective for the structure of the Field Day, as it helped facilitate movement through the Tech Areas and stations.
- The Tech Station activities were a good follow-on to the information learned during the All-Hazards COML and COMT training courses.
- The Field Day provided an opportunity for hands-on technical equipment experience, which some trainees, specifically the COMLs, may not normally have.
- Allowing the COMLs and COMTs to partner for certain activities was beneficial, as each individual brought different abilities and knowledge to the task. With this approach, trainees were able to learn from and coordinate with each other within their assigned teams. [Note: Although the teams were pre-determined, the pairing was determined at the trainees' discretion.]
- The prevailing attitudes of the participants were positive, and the staff did not have to "prod" trainees to participate at the Tech Stations. This made for an engaged learning environment for everyone involved.

- Serving lunch at the Field Day and requiring participants to remain at the venue allowed additional time for individuals to network with each other. This was considered to be extremely valuable to the participants, since it brought together all trainees (who were separated by team the rest of the day) and saved travel time.
- Emailing the contact list with information for Field Day staff and trainees to event participants was very effective, as individuals may use this list to reach out to one another and develop mentoring opportunities in the future.

6.0 LESSONS LEARNED

In addition to the many accomplishments of the Field Day, there are several elements that may be organized differently or require further consideration for improvement. These topics have been recorded in this document to allow for reflection and possible application toward future training events of this nature.

Registration and Sign In Process:

- When implementing a registration process, it is important to specify the selection criteria for participation. For example, the following were applied to the Field Day: trainees must have completed all required COML/COMT training course prerequisites and possess a valid, initiated PTB (within 3 years of the last day of their training course).
- Due to the overwhelming success of the activities and networking opportunities, trainees who attended the inaugural Field Day may be allowed to register for future offerings. [Note: It is recommended that those individuals be added to a waitlist and allowed to attend only if the established number of openings is not filled.]
- The sign in station may have been better served by having a single sign in sheet (instead of multiple sign in sheets separated by last name among three station sites) and dividing the sign in station into two main areas. Trainees may be directed to first sign the sign in sheet, and then they may continue to an area nearby to turn in their PTB and receive the Trainee Handbook, nametag, etc.
- The nametags used for the event were large mailing labels, so it was suggested that hanging lanyards with plastic name badge holders be obtained so they can be used at future events (Field Days, Seminars, Workshops, etc.).

Staffing and Equipment:

- It will be necessary to reduce the scope and number of stations for a training event of this nature if fewer EPT and staff members are available.
- When possible, the Field Day budget should provide for travel reimbursement for the EPT members.
- A detailed equipment list should be noted in the appropriate section of the Tech Station Form for each station. This will aid in the set-up, demobilization, and return of equipment.
- Multiple radio programming stations should be established in order to accommodate a large number of trainees.

Planning, Preparation, and Venue:

- The Field Day would not have been possible without the time, effort, and dedication of the EPT and without the participation of trained COMLs and COMTs. This was critical.
- Allowing adequate time to prepare for the event and coordinate staff and trainee participation is vital during the planning phase.
- As is generally true of incidents and pre-planned events, things can and will change up until the last minute and during the event. Additional time was pre-planned into the schedule for finalizing and printing materials the night before the Field Day to accommodate last minute changes to documentation (for example, the event IAP). It was also helpful to remain flexible the day of the event to accommodate additional changes. [Note: The weather forecast predicted rain the day of the event, so steps were taken the day before during set-up to mitigate the effects by moving Tech Area C away from the softball field and closer to available awnings near Tech Area B. This strategy was successful, although the temperature was far cooler than usual for the Phoenix climate.]
- Consider including a "working lunch" in any relevant grant documentation if the event will span the entire day.
- Consider writing a provision for consumables (for example, a COMT Instructor Kit) into the contract, if applicable. This may alleviate some of the burden on EPT members and staff who contribute resources to the event.
- It may be useful to have agreements in place with agencies providing equipment to cover the costs of loss, damage repair, and rehab.
- The scope and number of stations for a training event of this nature will be impacted by the amount of space and the facilities available at the selected venue. This must be taken into consideration during the planning process.

Event Structure:

- Staff levels, equipment availability, and venue size will determine the scope and structure of the planned Field Day.
- Event scheduling should take into account the shift schedules of participating agencies to minimize the impact or need to arrange backfill positions or to pay overtime.
- Scenario based activities—preparing a task-related assignment for trainees to complete for review by an evaluator at a later time—may be considered for future events.
- Although the inaugural Field Day combined both COML and COMT trainees, it would be possible to organize an event for only one position or to develop two separate activity tracks (e.g., COML management versus COMT set up, COML system design versus COMT equipment trouble shooting, etc.). If the event only included one position, more focus could be placed on PTB tasks specific to the duties of that position. However, many trainees reported that they gained a greater appreciation for the tasks required of their counterparts—such as with COMLs recognizing the need to establish realistic expectations for the time and effort required to complete technical activities—so it would be advisable to begin with separate tracks that converge at some point during the event.

- For the purposes of this event, the 90 minute rotation interval was an appropriate amount of time for each Tech Area. When trainees completed activities ahead of schedule, they were able to utilize the extra time to network and to help other team members.
- Tech Areas should be established in a way that they encompass all bulleted items, if possible, included in the PTB task. Therefore, Tech Stations should be grouped by activity, in relation to their arrangement in the PTB.
- Trainees must be effectively informed about any documentation that should be provided to staff before rotating to the next Tech Area. [Note: If it is determined that trainees should turn all materials in at the end of the day, this may not be necessary.]
- At each Tech Area, staff should identify and discuss safety hazards, give a safety brief and discuss safety considerations for the task being performed, before any work is done on the task.
- As an alternative to organizing the Tech Stations so that trainees pick up a Tech Station Form at each station, it may be more efficient to include all of the Tech Station Forms in the materials provided to the trainee during sign in. This would allow them to fill out the required information (name, position, etc.) on the top of each page at the beginning of the event, and the forms could then be easily removed and given to each station manager for sign off. Additionally, the completed forms could be returned to the trainee with feedback after the task was attempted and/or completed, and it would be the responsibility of the trainee to submit all documentation at the end of the Field Day.
- It would save time if each Tech Area Manager were to create a summary report for his/her Tech Area to consolidate the data from the Tech Station Forms onto one sheet. This comprehensive record would aid the evaluation team during the PTB sign off day.

7.0 PROJECT DOCUMENTS AND ARCHIVE

All Field Day project documents are archived with the PSIC Office, within ADOA-ASET. To request additional information, inquiries may be sent to: psic@azpsic.gov.

Numerous documents were drafted in support of the Field Day, including grant paperwork (requests and reporting) and procurement documentation (RFP, contract waiver request, and contract award). However, those documents are not included in this Lessons Learned document.

The materials listed below were developed either during the Field Day planning process, to guide event preparation and facilitate event management and administration, or after the conclusion of the event.

Planning Documents:

- **Project Plan** – Created by SAIC, the project plan described the methodology and approach by the contractor for providing services to the PSIC office to develop the Field Day.
- **Field Day PTB Survey** – The PSIC Office distributed a survey in January 2012 to trainees who completed the COML training course in 2009 or 2011. The results from this survey were used to guide the organization and structure of the Field Day.
- **PTB Comparison** – The comparison document displayed a side-by-side comparison of the 27 COML tasks to the 17 COMT tasks to show similarities and differences.

- **PTB Task Spreadsheet** – The spreadsheet displayed the list of tasks chosen for inclusion in the Field Day, based on the PTB comparison and event scope.
- **IPC and FPC Meeting Agendas** – Meeting agendas were prepared by SAIC staff to support the Initial and Final Planning Conferences.
- **Event Structure and Schedule** – The primary structure of the Field Day was documented with the tentative event schedule and the Tech Area and Station breakdown, which designated four facility locations and four designated timed rotations for each Tech Area.
- **Area and Venue Maps** – Several maps were created for inclusion in the event documents.
- **Roles and Responsibilities Spreadsheet** – The roles spreadsheet was used to record and track the contact information for and responsibilities of the EPT members, contractors, and event staff.
- **Available Equipment Document** – This information was used by EPT members to track available and committed equipment resources.
- **Field Day Announcement** – A single-page flier with information about the event and registration process was emailed to trainees who completed the federally approved All-Hazards COML or COMT training course in Arizona.
- **Application Form** – An online form and document were created to facilitate event registration. The form was referenced in the Field Day Announcement, and the document was attached to the email for recipients whose IT security prevented them from accessing the online form.
- **Invitation Letter** – The letter, which contained detailed logistics information and was signed by the AZ SWIC, was emailed to trainees who were selected to participate in the event.
- **Trainee General Information Document** – The information document was emailed to selected trainees the week prior to the Field Day and included additional details about the structure of the event that were not described in the invitation letter.

Field Day Event Documents:

- **Nametags** – Using the registration information, nametags were pre-printed for the event. They were color coded by staff, observer, and team assignments.
- **Event Signage** – Large wall posters were printed to indicate the Sign In and Tech Areas, and letter-size signs were printed and taped to the tables for each Tech Station.
- **Incident Action Plan** – Planning documents, such as the event structure and schedule and the roles and responsibilities spreadsheet, were consolidated into the IAP, which also included the appropriate Incident Command System (ICS) forms (202, 203, 204s, 205, 205A, 206, 207, 208), weather report, team assignments, and maps. The IAP was provided only to Field Day staff, and the final signed version was distributed the morning of the event.
- **Trainee Handbook** – The Handbook was distributed to trainees during sign in. It provided all necessary event details, including the safety message, schedule, team assignments, Tech Area and Station breakdown, and venue map.
- **Tech Station Forms** – A unique form was provided at each Tech Station, including the sign in and kit review stations, for a total of twenty forms for the event. The one or two page sheet

described the associated PTB task number and activity, equipment and supporting information, related questions, and provided an area for staff feedback and recommendations.

- **VIP Handout** – A document similar to the Trainee Handbook, the handout was distributed to the VIP Observers to provide them with a high level overview of the Field Day and important event details.
- **Participant Feedback Form** – A feedback from was tailored specifically for the Field Day to document event assessments and comments provided by trainees and event staff. The form was included at the end of the Trainee Handbook, so it could be filled out throughout the event.
- **Participant Contact List** – A spreadsheet with contact information for Field Day staff and trainees was emailed to participants (with permission) at the end of the event.

Post-event Documents:

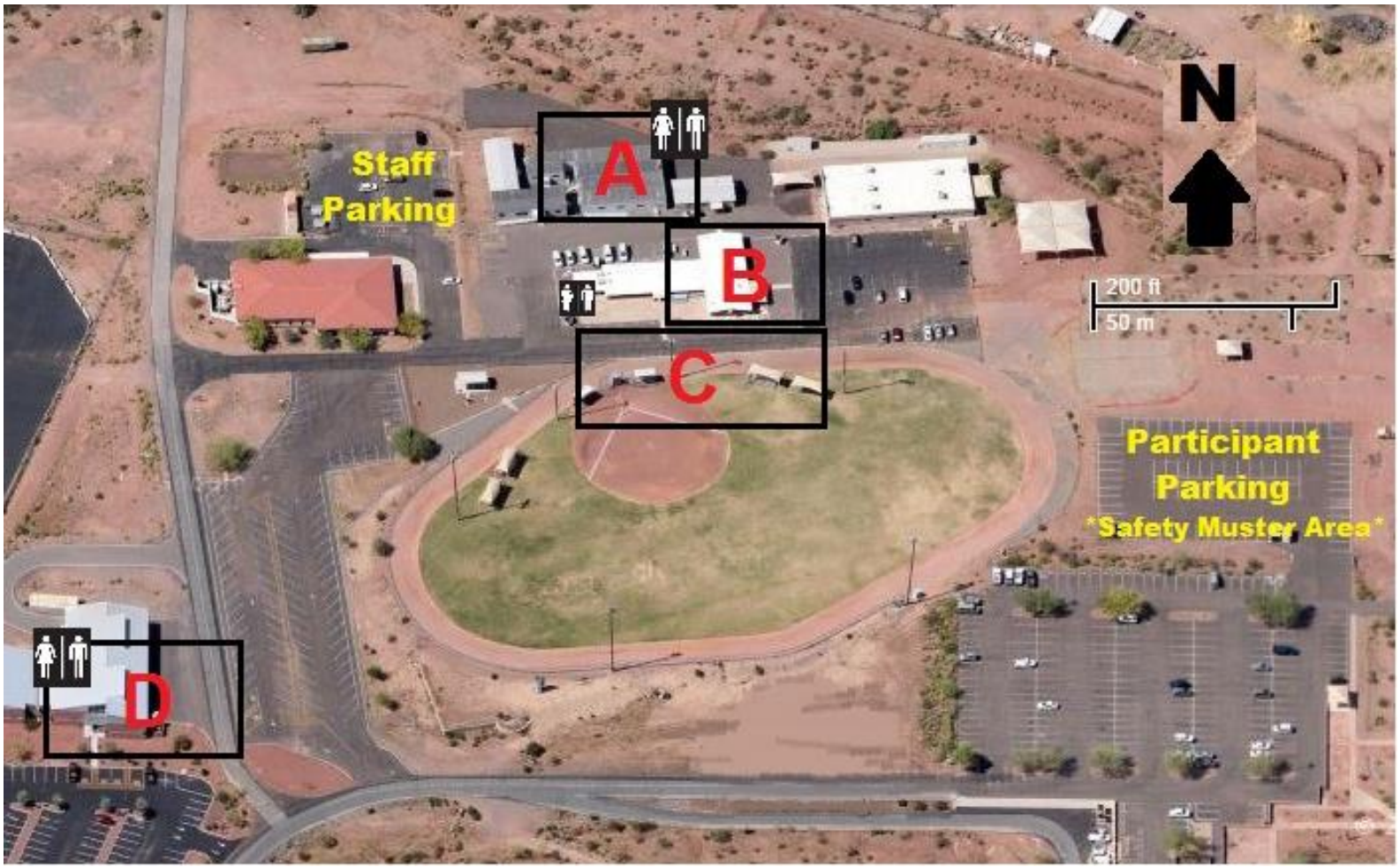
- **PTB Field Day Evaluation Record** – For the purpose of the PTB sign off, a special evaluation record was created. The two-sided sheet was appropriate for both the COML and COMT PTBs, and it included space for the evaluation notes and initials, as well as information for the Field Day staff members who were eligible to sign off on completed tasks.
- **PTB Return Letter** – A letter was sent to trainees, along with their original, signed PTB and any notes they provided, to thank them for their participation and provide additional details about the certification and recognition processes.
- **Recognition Letter for EPT members** – A letter of commendation was signed by the AZ SWIC and emailed to EPT members and their supervisors to recognize and thank them for their assistance and hard work.
- **Appreciation Letter for Trainee Supervisors** – A letter of appreciation was signed by the AZ SWIC and mailed to the supervisors of the trainees who attended the Field Day to thank them for supporting the event.
- **Lessons Learned Document** – This document was developed based on participant feedback to provide a high level overview of the event and capture relevant knowledge gained for future efforts.

APPENDIX A – FIELD DAY SCHEDULE

Time	Activity	Notes
0715	Training Field Day staff arrive	
0730	Sign In	Trainees must arrive no later than 0755 with their initiated PTB and response kit Response kits will also be reviewed at this time
0800	Field Day Welcome & General Briefing	Entire group in the Joint Information Center (JIC) Includes: Schedule, Maps, Safety Message, etc.
0820	Move to first Tech Area (10 min)	
0830	Rotation #1 (90 min) • Tech Area A: Red Team • Tech Area B: White Team • Tech Area C: Blue Team • Tech Area D: Green Team	
1000	Break / Move to next Tech Area (15 min)	
1015	Rotation #2 (90 min) • Tech Area A: Green Team • Tech Area B: Red Team • Tech Area C: White Team • Tech Area D: Blue Team	
1145	Lunch (60 min)	Served to all in the JIC
1245	Rotation #3 (90 min) • Tech Area A: Blue Team • Tech Area B: Green Team • Tech Area C: Red Team • Tech Area D: White Team	VIP guests will visit all of the Tech Areas during this rotation
1415	Break / Move to next Tech Area (15 min)	
1430	Rotation #4 (90 min) • Tech Area A: White Team • Tech Area B: Blue Team • Tech Area C: Green Team • Tech Area D: Red Team	
1600	OPEN Rotation and Networking (30 min)	Trainees may go to any Tech Area Remember to leave time to return to the JIC
1630	Hotwash / Evaluations	Entire group in the JIC Field Day Staff to demob after this is complete

APPENDIX B – TRAINING VENUE MAP

The Field Day venue was located at the Papago Park Military Reservation (PPMR): 5636 East McDowell Road, Phoenix, AZ 85008



The letters on the map above represent the four Tech Areas:

A =	**B** =	**C** =	**D** =
Joint Information Center (JIC)	Log Cabin	Softball Field (MCU Area)	Civil Support Team (CST) Conference Room

APPENDIX C – TECH AREA & STATION BREAKDOWN

Station	Activity	Est. Time	COML PTB#	COMT PTB#	Staff (bold = Tech Area Manager)
SIGN IN (In front of the JIC) *0730 to 0755* *STAFF of 6 Tech Station Specialists: 3 sign in personnel; 3 kit reviewers*					
Sign In	Arrive at incident and check in. Arrive properly equipped at the assigned incident location within acceptable time limits.	5 min	7	6	**1. Karen Allen (sign in)** 2. Glade Jarman (sign in) 3. Kyle Stephens (sign in) 4. Bob Hollister (kit reviewer) 5. Bob Sisley (kit reviewer) 6. Michael Todd (kit reviewer)
	Response kit visually inspected	5 min	1	1	
Tech Area A: JIC *STAFF of 5 Tech Station Specialists: Scenario Incident Commander; COMC/CDO; 3 certified COMLs*					
1	Incident Briefing (Pre-established scenario)	10 min	8	7	**1. Dan Wills**
2	Receive 201 (during briefing)		9	*NA*	2. Jesse Cooper
3	Gather info to assess assignment	10 min	5	5	3. Jennifer Hagen (COMC/CDO)
4	Contact local Comms Coordinator	60 min	6	*NA*	4. Jeremy Knoll
5	Determine requirements for comms (COML & COMT tasks differ)		10	8	5. Mike Paulette (Scenario IC)
6	Create 205 (COML & COMT tasks differ); National Interoperability Field Operations Guide (NIFOG) awareness tasks		14	11	
Tech Area B: Log Cabin *STAFF of 5 Tech Station Specialists: 3 phone tech; 2 computer*					
7	Install comms equipment: Create ring down circuit (2 set-ups)	15 min	15	12	**1. Matt Nilsen**
8	Install comms equipment: Find dial tone (2 set-ups)	15 min			2. Karl Hartmetz
9	Install comms equipment: Trace phone circuit (2 set-ups)	15 min			3. Gary Rose
10	Install comms equipment: Make CAT5 cable	15 min			4. Bob Sisley
11	Install comms equipment: Make changes to wireless router (2 set-ups)	15 min			5. Michael Todd
Tech Area C: Softball Field *STAFF of 5 Tech Station Specialists: 2 gateway set up; 2 repeater set up; 1 repeater troubleshooting*					
12	Test Equipment: Set up portable repeater (2 set-ups)	30 min	15	12	**1. Mike Worrell** 2. Mark Botkin 3. Morgan Hoaglin 4. Brad Schmitz
13	Test Equipment: Set up gateway (2 set-ups)	30 min			
14	Test Equipment: Troubleshoot portable repeater (2 set-ups)	30 min	22	15	5. Jeff Schripsema
Tech Area D: CST Conference Room *STAFF of 4 Tech Station Specialists [Δ]: 2 distribution; 1 inventory and location; 1 programming*					
15	Assign equipment: Radio cache basic training/distribution (2 set-ups)	20 min	16	13	**1. Jason Roosevelt**
16	Maintain accurate equip. records: Radio Cache inventory	20 min	21	14	2. Bob Hollister
17	Maintain accurate equip. records: Document geographical locations	20 min			3. Rich Langevin
18	Install comms equipment: Program Radio (2 set-ups)	20 min	15	12	4. Ev Wittig

APPENDIX D – GLOSSARY

Acronym	Definition
ADEM	Arizona Division of Emergency Management
ADOA	Arizona Department of Administration
ASET	Arizona Strategic Enterprise Technology
COML	Communications Unit Leader
COMT	Communications Unit Technician
COMC/CDO	Communications Coordinator/Communications Duty Officer
CST	Civil Support Team
DHS	U.S. Department of Homeland Security
EMS	Emergency Medical Service
EPT	Event Planning Team
FEMA	Federal Emergency Management Agency
FPC	Final Planning Conference
IAP	Incident Action Plan
ICS	Incident Command System
IECGP	Interoperable Emergency Communications Grant Program
IPC	Initial Planning Conference
JIC	Joint Information Center
MCU	Mobile Communications Unit
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NIFOG	National Interoperability Field Operations Guide
NIMS	National Incident Management System
NIMS-CU	National Incident Management System Communications Unit (Workgroup)
OEC	Office of Emergency Communications, DHS
POC	Point of Contact
PPMR	Papago Park Military Reservation
PSCC	Public Safety Communications Advisory Commission
PSIC	Public Safety Interoperable Communications (Office)
PTB	Position Taskbook
RACES	Radio Amateur Civil Emergency Service
RFP	Request for Proposal
RFQ	Request for Quotation
SAIC	Science Applications International Corporation
SCIP	Statewide Communications Interoperability Plan
SIEC	Statewide Interoperability Executive Committee
SWIC	Statewide Interoperability Coordinator